



SHANGHAI INNOVA
MANAGEMENT INSTITUTE

Phone: (0086-21) 5108 8670, 5169 7601

Fax: (0086-21) 5169 7602

Email: info@innova-institute.com.cn

Executives of all Levels / General Managers / HR Managers

The Shanghai INNOVA Management Institute is pleased to present the upcoming public event:

**"Leadership for Expat Managers:
How to Lead Local Personnel"**

2-day Executive Workshop

January 20-21, 2011
February 24-25, 2011
March 24-25, 2011
April 21-22, 2011
May 26-27, 2011
June 23-24, 2011
July 14-15, 2011
August 25-26, 2011
September 22-23, 2011
October 27-28, 2011
November 17-18, 2011
December 8-9, 2011

(9.00am - 17.30pm)

Sofitel Hyland Shanghai

This course is designed for expat managers in global businesses who want to explore how to lead local personnel in ways which will improve the organization's overall and their personal managerial performance significantly.

Success in managing Chinese personnel is a crucial factor for reaching one's business goals and more than that, it is probably *the* decisive factor, simply because success in building strong and motivated teams transcending cultural differences is of that paramount importance for achieving high performance.

Most expat managers have realized that Chinese are quite different than them. To manage Chinese local personnel effectively, we need to understand their cultural assumptions, beliefs and values and how far they are different from our own. In addition, we need to cultivate "the hows" – the key skills and capacities -- to lead them.

To adapt one's leadership style to a different cultural settings is quite a challenge. During this course we introduce to you leadership approaches and techniques that have proven fit to the Chinese environment and the Do's and Do Not's to make these approaches work.

This course is more than just a seminar. It is an interactive workshop which provides you with a unique opportunity to share experiences with peers from other MNCs.

Participants should come prepared with their own real cases of problems, conflicts and examples where improved skills in managing local personnel might have benefited them. We will examine these cases during the workshop and our facilitators will provide you with instant advice on alternate approaches with better outcomes.

This workshop consists of a considerable consulting part. Participants can expect expert advice on their individual cases and how to tackle challenges typical of a China assignment. Among the issues dealt with are questions as:

- How can I achieve that Chinese managers really take problem ownership and demonstrate a good sense of accountability?
- How can I achieve that Chinese team members really work together as a team? How can I improve collaboration within our multicultural management team?
- Are Western management and leadership approaches actually applicable in China and if yes which approaches, and how far bring those real benefits? How far are adaptations of these approaches necessary to apply them successfully?
- How different are Westerners and Chinese people actually? Is a synergistic 'We-Culture' bringing Western and Chinese people together actually a realistic objective?
- What are critical factors for leadership success in China?
- Beyond money, status and promotion, what motivates Chinese employees?
- How can I overcome micromanagement and remove blockages towards more effective delegation and empowerment?
- How can I make team meetings more effective?
- What can we learn from successful Chinese leadership practices?

We organize this 2-day executive workshop now in the sixth year. It attracts foreign managers from multinational corporations, both those new to China and those with considerable China experience.

Testimonials from earlier participants say:

'A very good training with a very enthusiastic trainer.'

'I came on recommendation and thus my expectations were already high. They have however been surpassed.'

'Having 17 years of China experience I had strong doubts whether I could still benefit from such a program. Now I am happy to have attended and will send my colleagues to participate. Thank you!'

,Good insights into the causes of 'typical' Chinese

behaviour and suggestions on appropriate tactics.'

'Congratulations, good course!'

'This is an excellent course!'

WORKSHOP CONTENT

DAY ONE (9.00h – 17.45h)

I. Introduction

Workshop Objectives

Cases from Participants

II. Challenges and Major Tasks of Foreign Managers in China

Typical Challenges

Root Causes

Key tasks of a Leader of the China Organization

III. What is your Culture?

Definition of Culture

Avoiding the Pitfalls

What makes us different?

Types of Culture

IV. Culture Clash within a MNC (Case Study)

Lunch Break (12.45h – 13.30h)

V. Considerations on Organizational Culture

Corporate Culture and Attitude

Corporate Culture and Decision-Making

High- and Low-Performance Cultures

VI. Understanding why Chinese people are different

What motivates Chinese staff?
High- vs. Low-Context Cultures
Power Distance
Individualism vs. Collectivism
Uncertainty Avoidance

VII. Critical Success Qualities for Expatriate Managers in China

China-specific Qualities
Emotional Intelligence (Competency Model)
Cross-Cultural Competencies (Competency Model)

DAY TWO (9.00h – 17.00h)

VIII. Adaptation of Leadership Style

Assessment of Leadership Style
What does Chinese staff expect from their Leader?
Chinese Leadership Styles
Push vs. Pull-Competencies
Relational Leadership
Cultivating a 'We'-Culture

IX. Developing Others: Delegation and Empowerment

Types of Followership
Giving Feedback
Delegation and Empowerment (Case Study)
Path to effective Delegation
From Coaching to Delegation

Lunch Break (12.45h – 13.30h)

X. Developing Teams

Stages of Team Development
Conflict Handling Mode and Individual and Team Behaviour
Typical Challenges in the Development of Teams in China
Measuring your Team's Performance and Effectiveness

XI. Building Trust Systematically

Low- and High-Trust Level Cultures

Why is China a Low-Trust Level Society?
Trust and Organizational Performance
Different Cultures – Different Trust Needs
Dimensions of Trust

XII. Creating a Culture of Accountability

Lack of Culture of Accountability
Western Understanding of Accountability
Creating a Culture of Accountability

XIII. Review of Individual Cases, Summary and Conclusion

THE COURSE FACULTY

DR. LAURENZ AWATER

Laurenz Awater, Ph.D., general manager and corporate trainer. Laurenz is a political economist and China expert whose China experience dates back to 1985 when he was foreign student at Beijing University. Laurenz is fluent in Chinese and works as trainer for intercultural management and leadership. His Ph.D. thesis on 'China's Political Economic History from 1949 to 1997' is a standard reference book at German universities and received mentioning on 'Wikipedia' and on books on G8 summit policy, China's WTO-integration and EU-Foreign Policy.

Laurenz worked many years in German industry and was involved in large infrastructure and construction projects in China. In 2003 he founded the Shanghai INNOVA Management Institute, a training company known for organizing high-level executive workshops for expat managers and for its leadership and management training programs. Since then the Shanghai INNOVA Management Institute has built up a client base of more than 200 MNCs, mainly larger and mid-sized concerns from Western Europe.



Participating with this executive workshop were delegates from ABB, Akzo Nobel, AREVA, Arkema, ARM, Astra Zeneca, AT&S, BASF, Boehler, BOSCH, Bosch-Siemens, BP, Carbone Lorraine, City University of Hong Kong, Cognis, Competence, Continental, Diehl SyncroTec, DNV, Dorma, DSM, Dynapac, Ebner, Eisenmann, Elektrisola, EPCOS, Ericsson, Fujitsu-Siemens, GateGourmet, GEA, Heraeus, Hettich, Hoerbiger, HP Pelzer, HPTec, Hoyer, IEE, Ismeco, IVECO, Johnson Controls, Kendrion, Klueber, Kolbenschmidt, Kone, KSB, Lenze, Lenzing, Malvern, Marquardt, Moeller, Murrelectronik, Novo Nordisk, Oldenburger, Parkway Health, Picanol, Putzmeister, Rieter, SABS, Saint Gobain, Sartorius, Schlafhorst, Schlumberger, Schottel, Schunk, Servier, Siemens, SKF, SmidthKrebs, SNF, Stokvis Tapes, Sulzer, Suzhou Bordnetze, Testo, Thyssen-Krupp, Trayton, Total, UAES, Valeo, Vallourec & Mannesmann, Vestas, Voith Paper, Vorwerk, Wabco, Wartsila, Weckerle Cosmetics, Wuerth, ZF and Zollner.

Fee is only RMB 8.000,- for two days and per participant including workshop documentation, luncheon and coffee breaks.

To **REGISTER**, simply send an email to info@innova-institute.com.cn indicating your name, company, position and contact details.

For further information please phone (021) 5169 7601 or 5108 8670 or send an email to info@innova-institute.com.cn.

Best regards

Dr. Laurenz Awater
Shanghai INNOVA Management Institute